Chapter 6

Training

Training is one of the last steps before start-up of the kanban. The goal of your training program should be to provide everyone who operates or supports the kanban the information and tools necessary to successfully operate the kanban. To achieve this goal, take the training list from Chapter 5 and decide what type of training each associate needs. When determining the types of training required:

- Keep the training focused on the operation of the kanban
- Keep the theory parts of the training brief and relevant

With this advice in mind, we suggest the following outline to achieve the best results:

- Kanban basics
- How the kanban will work
    - What is the signal
    - How the material moves
    - Review the rules
- What are the scheduling decisions and rules for making the decisions
    - Use example conditions to teach how and what decisions to make.
- Discuss when to call for help and what to do specifically when they encounter a red signal.
- Conduct a dry run

Tailoring the Training

Use the following questions to help tailor the presentation at the end of this chapter (see Figures WB 6-1 through WB 6-9) for the kanban you plan to implement:

- Use the training list from the last chapter to make a list of the different types of required training?
    - _____
    - _____
    - _____
    - _____

- Can you use the proposed training slides to train associates on your kanban?
- What are unique items in your kanban design which must be added to the slides?

    Flow? _____

    _____

    Signal? _____

    _____

    Physical Obstacles or Material Movements? _____

    _____

    Special Reporting requirements (Ex: EPA, OSHA, or FDA)?

    _____

Planning the Training

Use the following questions to schedule training for your associates:

When/where will training take place?

Time – Shifts, # of sessions, etc.	**Training Locations**
1.	
2.	
3.	
4.	

Dry run planning?

Plans:	
Who (everyone who will be part of the kanban)?	
When?	
What information is required for the dry run?	
Where will we meet for start of dry run?	

Figure WB 6-1

What is Kanban?

- Kanban is Demand Scheduling
  - It Matches Production to Demand
- It Replaces Forecasted Schedules
- Operated by Operators Instead of Schedulers
  - Scheduling Done with Pre-established Rules

Figure WB 6-2

Your Company Logo

Kanban Benefits

- Reduces Inventory
- Improves Material Flow
- Simplifies Operations
- Allows Visibility into the Schedule
  - Reduces or Eliminates Unexpected Schedule Changes

Figure WB 6-3

Line 1 Kanban Operation

- Empty Containers Are the Kanban Signal
- Use the Preferred Sequence to Determine Which Item to Run Next
  - Run Full Container Quantities
- If a Red Signal Occurs, Contact the Supervisor Before Changing Over
- Questions—See Your Supervisor or the Materials Scheduler

Figure WB 6-4

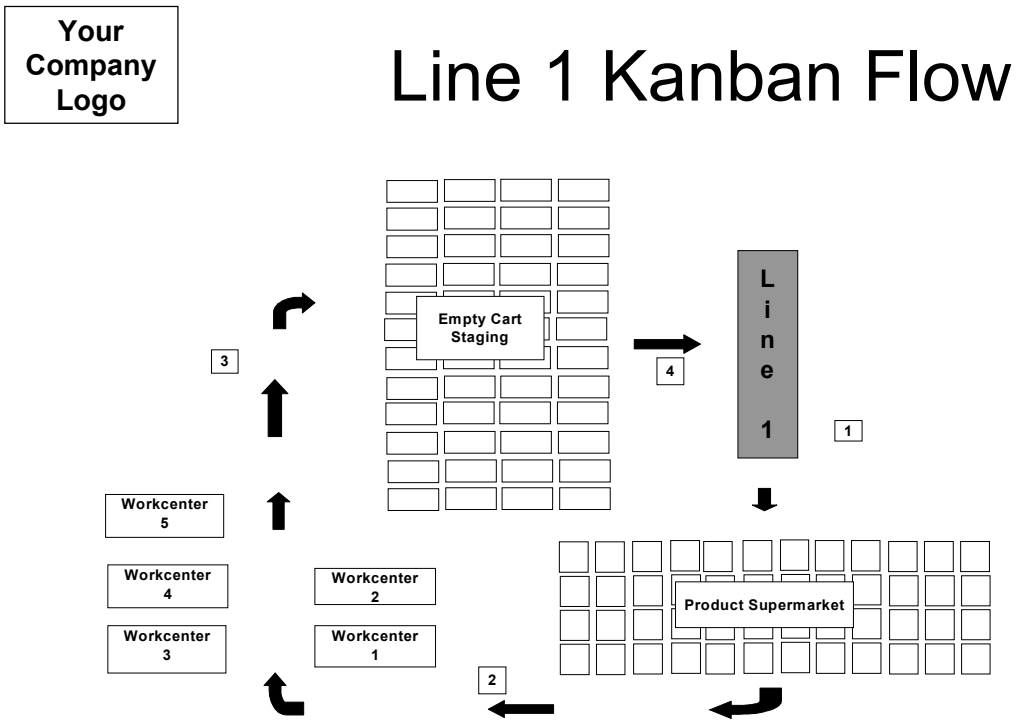

Your Company Logo
Line 1 Kanban Flow
Empty Cart Staging
Line 1
Workcenter 5
Workcenter 4
Workcenter 3
Workcenter 2
Workcenter 1
Product Supermarket
1
2
3
4

Figure WB 6-5

Line 1 Sequence of Events

- Product Moves from Line 1 to the Product Supermarket
- Product Next Moves from the Supermarket to Work Centers 1-5
- Empty Containers are Moved from the Work Centers to Empty Cart Staging
- Use Line 1 “Look-See” Kanban Rules to Schedule Line 1 Production

Figure WB 6-6

Your Company Logo

Line 1 Kanban Rules

- Empty Containers Are the Kanban Signal
- Scheduling Sequence and Rules
- Movement of Containers
- Handling Red Signals

Pass Individual Copies of the Rules

- Questions—See Your Supervisor or the Materials Scheduler
- Example Kanban Decisions

Figure WB 6-7

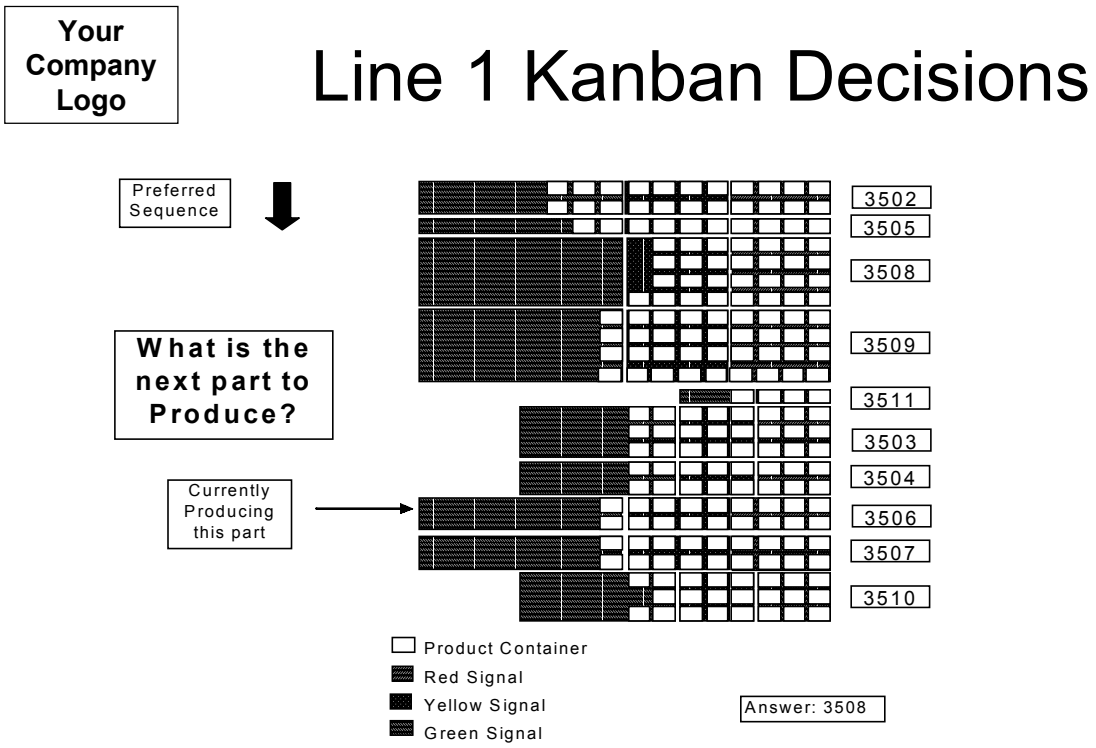


Figure WB 6.7

Figure WB 6-8

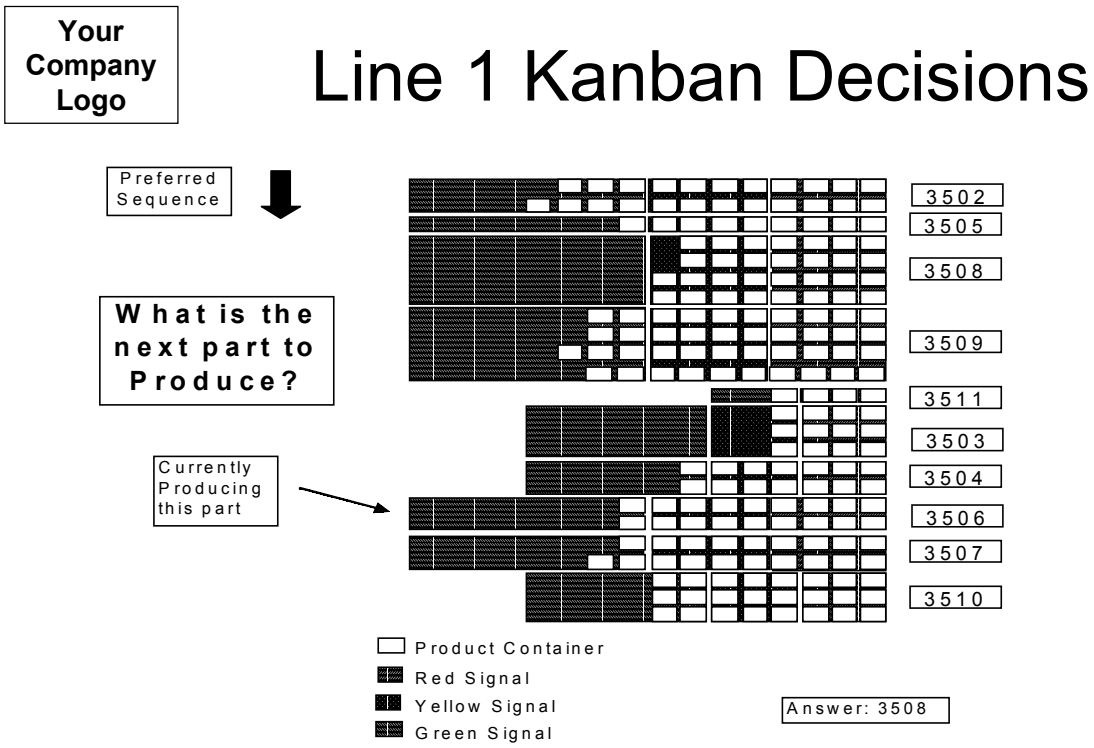
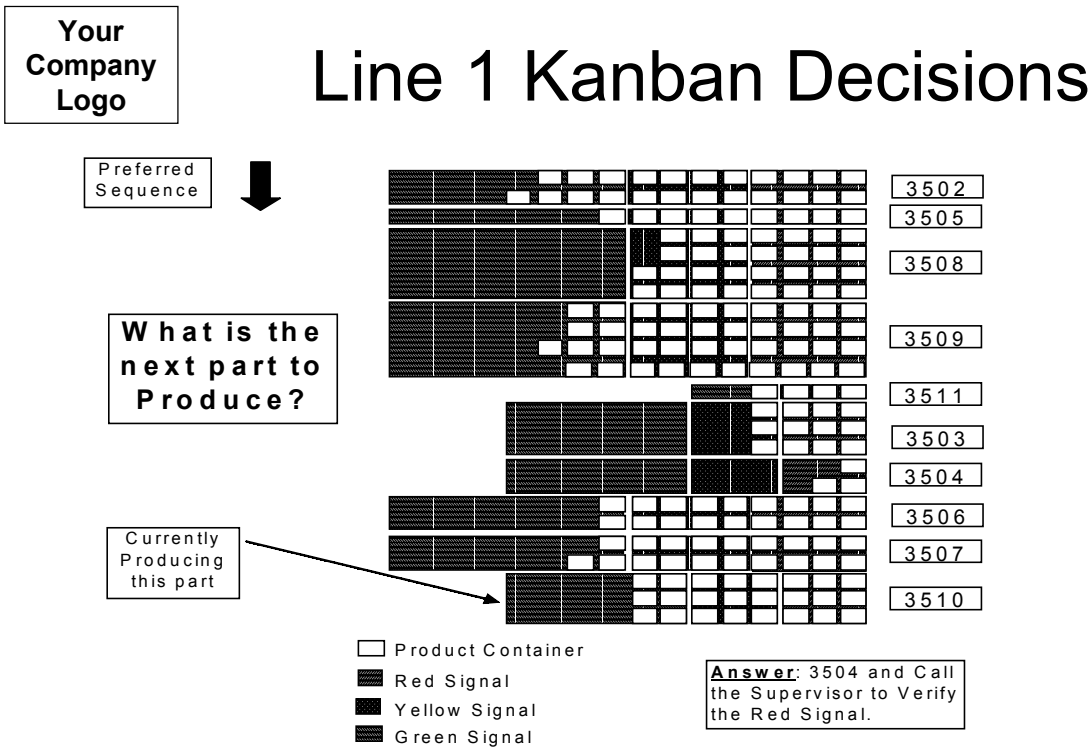


Figure WB 6.8

Figure WB 6-9


Your Company Logo
Line 1 Kanban Decisions
Preferred Sequence
What is the next part to Produce?
Currently Producing this part
3502
3505
3508
3509
3511
3503
3504
3506
3507
3510
Product Container
Red Signal
Yellow Signal
Green Signal
Answer: 3504 and Call the Supervisor to Verify the Red Signal.